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SAN FRANCISCO  
LOCAL HOMELESS COORDINATING BOARD

CONTINUUM OF CARE COMMITTEE  
INCOME, EDUCATION AND EMPLOYMENT

AGENDAS AND MINUTES

2000

During the year 2000, the Local Homeless Coordinating Board oversaw revisions to San Francisco's Continuum of Care Plan. It did this through several committees, one of which was the **Income, Education and Employment Committee**. This Committee sometimes broke into working groups, usually called the **Income and Employment Subcommittee** and the **Education and Training Subcommittee**. These working groups met separately and kept separate Minutes. The available Agendas and Minutes of the Committee and its working groups are included here.

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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
**INCOME, EDUCATION, AND EMPLOYMENT**  
Wednesday, May 31, 2000, 3PM – 5PM  
25 Van Ness Ave, Room 720

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Attendence: Laura Ware (CHP); Arnett Watson (COH); Darren Lewis (COH); Jim Kennedy (PIC); Herb Anderson (SOMECH/MHH); Elizabeth Hewson (CHP); Johanna Keeley (MOOH)

## I. Introduction and Background

## II. Proposed process for updating this chapter of Continuum of Care

### A. PROCESS

A consultant will be hired in July to oversee the entire Continuum of Care revision process. The proposed process is to have only 6 meetings, with sub-groups working in-between; the plan is to have the draft chapter ready for November, with the final version for review in February.

- Divide chapter into pieces for each group member to review/report on progress (May meeting)
- Return to June meeting with revisions to chapter
- Create sub-committees of "Income", "Education", and "Employment and Training" (June meeting)
- Each sub-committee to address the primary topics of the desired priorities and projected outcomes, as well as timelines (July and August)
- Reconvene as large committee and share priorities and outcomes (September meeting)
- Integrate into a text and complete chart of priorities and outcomes (October meeting)
- Complete draft and review (November meeting)

### B. Ideas for who should be outreached/recruited to work on each sub-group:

Income – Living Wage Coalition; DHS (Will/Dorothy/Dolores/Trent/Don Hessa?); HAP (Darlene)

Education – City College; 33 Gough; Skills Center; SFUSD

Employment & Training – Training providers; Employers (small business, corporate, non-profit, UCSF); Unions; EDD; PIC; POWER; MOCD (Linda); Redevelopment Agency

### C. Ideas for Priorities and Issues to take into consideration

- Think in terms of big-picture policy, not programmatic detail.
- This chapter was put together before major policy and funding changes - welfare reform, SSI changes, CalWorks, McKinney funds, WIA, etc. Also before the recent increase in cost of living vs. minimum wage.



- The Job Market in SF – the majority of new jobs are high-tech/pay well; now entry-level people are trying to get these, vs. the traditional clerical positions. Need to address the “Digital Divide”, the poor without high-tech or computer skills who are getting squeezed out. Training needs to follow job market trends.
- For Education we need to think long-term, to allow people to get the skills they need to prepare for jobs that can provide a decent income.
  - a. General vs. specific – condensed, intensive skills training to lead to living wage job; longer-term education that provides a variety of opportunities
- For Employment, we need to emphasize job retention; discuss working conditions/ safe environment as recommendations
- To develop an effective long-term funding strategy identifying new potential revenue streams
  - a. General Fund
  - b. CalWorks
  - c. Workforce Investment Act
  - d. Reemployment Agency
  - e. Corporations
  - f. Foundations
  - g. Mayor’s Office of Community Development
  - h. Mayor’s Office of Children, Youth and their Families
  - i. Criminal Justice
  - j. Employment Trust – lots of potential
- Define how to make employment and training services a city-wide priority. Ideas include the development of a city dept., or a specific employment unit within one department.
- Develop a plan for improved access to employment and training services and opportunities for all neighborhoods in San Francisco.
- Develop and implement a long-term strategy for real work-force development which includes the potential workers, employers and neighborhoods, and their needs. Idea of educating employers how to create a more positive work environment.

#### D. Divide the Chapter for Review

Each person takes a part of the chapter to review, make notes, and report on progress, to bring to the June meeting:

p. 128-9 – Herb; p. 130 – Darren; p. 131-2 – Johanna; p. 133-4 #1,2,7 – Jim, #3,4,5 – DHS, #6 – Laura, #8 – Arnett, #9 – Elizabeth; p. 137-8 #3 – Arnett, #4 – Laura, #5,7,9 – Jim, #6 – Darren, #8 – Elizabeth

### III. Proposed Meeting dates

Next meeting will be June 21, 2000, 3PM – 5PM at 25 Van Ness, Room 720.

Sub-groups will be formed to work on areas of Income, Education, and Employment & Training.



Local Homeless Coordinating Board  
 Continuum of Care Committee Meeting  
**INCOME, EDUCATION AND EMPLOYMENT**

Wednesday, June 21, 2000, 3 PM- 5PM

25 Van Ness Ave, Room 720

AGENDA

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- I. **For discussion:** Revisions to 1996-2001 Continuum of Care chapter
- II. **For discussion and possible action:** Follow up on primary and secondary action steps from original Continuum of Care
- III. **For discussion and possible action:** Discussion on priorities and funding strategies for new potential revenue streams
- IV. **For action:** Creation of 3 subcommittees: "Income", "Education" and "Employment and Training" for July and August"
- V. **Adjournment**

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# SAN FRANCISCO LOCAL HOMELESS COORDINATING BOARD

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## INCOME, EDUCATION, AND EMPLOYMENT

Wednesday, June 21, 2000, 3PM - 5PM

25 Van Ness Ave, Room 720

JUL 25 2000

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*Minutes*  
*8.42*  
*1/00*  
*Attendance:* Carrie Dipman - Co-chair; Mauricio Aviles (Local Board/Arriba Juntos); Joseph Billingsley (LSYC); Amanda Feinstein (DHS); Dave Gesek (MHH); Jackie Henderson (FRD-COH); Barry Hermanson (Local Board); Elizabeth Hewson (CHP); Johanna Keeley (MOOH); Jim Kennedy (PIC); Darren Lewis (COH); Yulitza Peraza (DHS); Arnett Watson (COH); John Wilson (COH)

Carrie Dipman called group to order at 3:10 PM. Items discussed included:

Outreach to other groups: Darren (COH) has contacted POWER, Day Labor Program, ECS Skills Center, Swords to Plowshares, Family Rights and Dignity. Mauricio will contact Bill Sorro from MHDC, and also private industry employers.

Johanna will contact Dorothy from DHS.

A letter is being put out by the Policy Committee tomorrow, that can be used for outreach.

What are we approaching people for?

- a) To participate in the Continuum of Care revision process.
- b) To notify them of specific topics / to come to meetings they are specifically interested in.
- c) To get feedback on their experiences and programs, and any barriers they have encountered.

### *Revisions to 1996-2001 Continuum of Care Chapter:*

Discussed revisions and updates on progress from the current chapter. The revisions will be compiled and then reviewed at the next meeting, as a brief evaluation of the progress in the past five years. (updates and feedback to 1996 Primary and Secondary Action Steps are attached) The final version should have a brief summary or evaluation of the progress from the 1996-2001 Continuum of Care, then say what we want to do in the next 5 years (condensed and action-oriented).

The proposed process is to divide into 3 subcommittees ("Income", "Education" and "Employment and Training"). Each subcommittee will discuss the priorities for their area, propose recommendations and action steps, and also recommend possible funding sources.

Decision to meet as a larger group once more in order to review the final revisions and to brainstorm as a group new recommendations or action items for the subcommittees.

It is proposed to have all 3 subcommittees meet at the same time, in different rooms, starting in August.

### Next Meeting Agenda:

- Review revisions and follow-ups - assign follow-up homework where necessary.
- Discuss potential recommendations or action items to be reviewed by subcommittees.
- Discuss structure of subcommittees.
- Creation of 3 subcommittees.

Next Meeting to be held Wednesday, July 26, 2000, 3-5PM

August Meeting date set for Wednesday, August 23, 2000, 3-5PM

Notes taken Elizabeth Hewson, CHP.



Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

## INCOME, EDUCATION AND EMPLOYMENT

Wednesday, July 26, 2000, 3PM-5PM  
25 Van Ness Ave, Room 720

### AGENDA

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- I. **For discussion:** Review revisions and follow-ups to 1996 – 2000 Continuum of Care chapter
  - II. **For discussion and possible action:** Discuss potential recommendations or action items to be reviewed by subcommittees.
  - III. **For discussion and possible action:** Discuss structure of subcommittees.
  - IV. **For discussion and possible action:** Creation of 3 subcommittees: "Income", "Education" and "Employment and Training".
  - V. **Adjournment**

#### Know your right under the Sunshine ordinance

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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
**INCOME, EDUCATION, AND EMPLOYMENT**  
Wednesday, July 26, 2000, 3PM – 5PM  
25 Van Ness Ave, Room 720

**Attendance:** Carrie Dipman – Co-chair; Erik Enriquez (MSC-N); Jackie Henderson (FRD-COH); Elizabeth Hewson (CHP); Vivian Imperiale (CVE); Johanna Keeley (MOOH); Gary Knoblock (Skills Center); Alison Lewis (HAFP); Yulitza Peraza (DHS); Akiko Reed (LSYC); James Tate (MSC-N); Laura Ware – Co-chair.

**Background:**

- The Local Homeless Coordinating Board is updating the 5-year-old Continuum of Care, an important document for guiding city policy. In the future, the goal of the Local Board is to go through a community revision/update process each year.
- The goal of this Committee is to come up with new or updated Action Steps, and also with new ways to secure funding for Education/Employment (not just McKinney funds). Other important tasks are to engage private employers, look at the income of homeless persons and the living wage, and look at the SF labor market.

**Revisions to 1996-2001 Continuum of Care Chapter:**

Discussed revisions and updates on progress from the current chapter. The revisions are compiled as a brief evaluation of the progress in the past five years. (*updates and feedback to 1996 Primary and Secondary Action Steps are attached*)

**Brainstorm of potential future Action Steps & Priorities:**

A list of potential recommendations and action items follows the minutes, as a starting point for the breakout groups to explore and expand on.

**Structure of 3 subgroups:**

- This Subcommittee will breakout into three groups for “Income”, “Education”, and “Employment and Training” to focus on these priority areas. The Subcommittee will meet together as a larger group first, then breakout and go through each focus group’s agenda, and come back together at the end of the meeting time to discuss progress.
- The facilitators for each breakout group will be:  
Income – Barry Hermanson (Local Board) or Johanna Keeley (MOOH)  
Education – Gary Knoblock (Skills Center)  
Employment and Training – Laura Ware (CHP)

**Outreach:**

- An outreach letter specific to Income, Education and Employment will be drafted by Elizabeth Hewson to encourage participation in the process by employment and training providers, and other interested community members; it will be sent out by Johanna Keeley. Please feel free to use it to outreach to anyone you think may be interested.
- Targets of outreach discussed included (in addition to those mentioned in previous meetings): DHS staff from Workforce Development; First Source - Don Hesse; PAES - Jewel Manzipit; SF Foundation; Cowell Foundation; Goodwill; Youth Industry; HEC; TIHDI; YCD.



**Next Meeting Agenda:**

- Discuss brainstorm of future action steps from last meeting
- Breakout into 3 groups to further discuss potential action steps
- Return to main group to discuss findings and identify next steps and areas of focus

**Next Meetings to be held:**      **Thursday, August 17, 2000, 3-5PM**  
   **Wednesday, August 30, 3-5 PM**  
   **Wednesday, September 27, 3-5 PM**

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**Brainstorm of potential future Action Steps & Priorities:**

- Living wage
- CalWorks flexibility – re. sanctioning / extending time limits
- Re-structure workfare
- More supportive housing / affordable housing
- Review of master leasing
- Reexamine PAES – sustainable funds and meaningful workfare
- Strengthen public-private partnership (PAES)
- Combine / enhance literacy and training
- Scholarship fund – to get a degree / college education for free
- Homeless curriculum in public schools
- City representative/staff focused on Employment & Training (Mayor's Office of...)
- Homeless representation on WIB
- More childcare vouchers
- Employment & Training Trust Fund
- Lunch program – food provided at training programs
- Housing / shelter tied to training programs (shelter specific to training/education participants?)
- Health benefits / medical support
- Services / linkages for non-public assistance folks
- Better information flow / access between shelters and education/training programs
- More investment from private community/employers in mentoring and/or paid internships
- Find structures that help people get ready for work – mentoring, internships, casual labor...
- Services sensitive to the needs of: homeless youth; families; the disabled
- Opportunities for people with mental health issues
- Securing space for non-profits to provide services in the communities they serve
- Maintain high standards for staff development for programs and sharing information
- SF Network for training / employment / education providers
- Communication and linkage between Dept. of Mental Health and training/education providers
- Communication and linkage between Dept. of Rehabilitation and training/education providers







Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
**INCOME, EDUCATION AND EMPLOYMENT**

Wednesday, August 17, 2000, 3PM-5PM  
25 Van Ness Ave, Room 720

## AGENDA

- I. **For discussion and possible action:** Discussion of brainstormed future action steps from previous meeting.
- II. **For action:** Breakout into three groups: "Income", "Education", "Employment and Training" to further discuss potential action steps.
- III. **For action:** Reform to main group to discuss findings and identify next steps and areas of focus.

### Know your right under the Sunshine ordinance

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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

**INCOME, EDUCATION, AND EMPLOYMENT**

Thursday, August 17, 2000, 3PM – 5PM  
25 Van Ness Ave, Room 720

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**Attendance:** Carrie Dipman – Co-chair; Lydia Ely – Cof C consultant; Erik Enriquez (MSC-N); Jennifer Franchot (LSYC); Barry Hermanson (Local Board); Elizabeth Hewson (CHP); Gary Knoblock (Skills Center); Yulitza Peraza (DHS); Akiko Reed (LSYC); Laura Ware – Co-chair.

**Revisions to 1996-2001 Continuum of Care Chapter:**

The revisions are compiled as a brief evaluation of the progress in the past five years. This should be integrated in some way into the final document. *(updates and feedback to 1996 Primary and Secondary Action Steps are attached separately)*

**Brainstorm of potential future Action Steps & Priorities:**

General issues raised concerning the brainstorm:

- The Local Board decided that all of the Cof C chapters need to address the needs of homeless youth, families, and the disabled, including people with mental health issues. This will be an overriding priority to be integrated into all the action steps, not an action step itself.
- The new C of C will have a chapter which discusses the socio-economic environment, setting the scene for the entire document. This will include such issues addressed here as the economic boom and declining low-skill jobs, real estate/rental market, hiring qualified staff and staff development.
- We may want to have an overall “supportive services” category which includes childcare, food, health benefits, transportation, etc. and isn’t specific to any of the 3 subgroups.
- The brainstorm list was discussed and expanded on, and all the ideas and issues were placed into one of 6 categories: Overarching issues which affect each subgroup; issues for the Income Subgroup; issues for the Education Subgroup (includes training); issues for the Employment Subgroup; issues to delegate or recommend to other committees; and issues to put on hold and address at a later time.

*The categorized list of brainstorms is attached separately.*

**Structure of 3 subgroups:**

- At the next meeting the Subcommittee will breakout into three groups for “Income”, “Education”, and “Employment and Training” to focus on these priority areas. The Subcommittee will meet together as a larger group first, then breakout and go through each focus group’s agenda, and come back together at the end of the meeting time to discuss progress.
- The facilitators for each subgroup will be:  
Income – Barry Hermanson (Local Board) or Johanna Keeley (MOOH)  
Education – Gary Knoblock (Skills Center)  
Employment – Laura Ware (CHP)
- Each subgroup should: 1) prioritize the issues; 2) in order of priority, develop the policy goal, rationale, action steps, and timeline for each.

**Outreach:**

- There is an outreach letter specific to Income, Education and Employment to encourage participation in the process by employment and training providers, and other interested community members. We should all commit to trying to get 3 others to participate.



- We need to solicit and integrate input from homeless people into our action steps. The local Board has decided to sponsor 6 community meetings on the various Continuum of Care chapters. The Mayor's office has committed to funding a survey of the homeless in October, together with homeless advocates, covering all of the CofC topics.
- The Income, Education and Employment Subcommittee has decided to aim for an additional input forum in late October or early November; this would be part of a preliminary "Public Review", allowing the Subcommittee to come before the community with a clear framework of action steps, and still have time to integrate ideas and input from consumers, employers, training providers, etc. before the November deadline to get the chapter to the consultant.

**Next Meeting Agenda:**

- Breakout into 3 groups to prioritize and further discuss potential action steps
- Return to main group to discuss findings and identify next steps and areas of focus

**Next Meetings to be held:   Wednesday, August 30, 3-5 PM**  
**Wednesday, September 27, 3-5 PM**  
**(Possible additional meeting in early September)**



3.42  
The San Francisco Local Homeless Coordinating Board is overseeing the process of updating San Francisco's Continuum of Care Plan. This work will be done in committees involving service providers, consumers, City department representatives, advocates, business and community members, meeting until November. The following Committee is focusing on specifically on Income, Education and Employment. For further information, contact Carrie Dipman at 274-0311 or Laura Ware at 749-1695.

00/00  
Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
**INCOME, EDUCATION AND EMPLOYMENT**  
Wednesday, August 30, 2000, 3PM-5PM  
25 Van Ness Ave, 8<sup>th</sup> floor

**AGENDA**

- I. **For action:** Breakout into three groups: "Income", "Education", "Employment" to further discuss potential action steps.
- II. **For action:** Reform to main group to discuss findings and identify next steps and areas of focus.

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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
**INCOME, EDUCATION, AND EMPLOYMENT**  
Wednesday, August 30, 2000, 3PM – 5PM  
25 Van Ness Ave, 8<sup>th</sup> floor

**Attendance:** Joseph Billingsley (LSYC); Carrie Dipman – Co-chair; Lydia Ely – CofC consultant; Amanda Feinstein (DHS); Jennifer Franchot (LSYC); Barry Hermanson (Local Board); Elizabeth Hewson (CHP); Johanna Keeley (MOOH); Gary Knoblock (Skills Center); Alison Lewis (HAFP); Po Yee Au Lindahl (DPH); Malik Looper (Goodwill); John McLaughlin (IAM Cares); Joyce Miller (FRD); Yulitza Peraza (DHS); Akiko Reed (LSYC); Laura Ware – Co-chair; John Wilson (COH); Joanna Wong (IAM Cares).

Laura Ware gave a quick review of the Continuum of Care revision process and the work this Subcommittee has done up to this point. It is important to remember to address policy concerns and big-picture issues for the Continuum of Care, rather than day-to-day operations or service provision concerns. In addition, all of the CofC chapters need to address the needs of homeless youth, families, and the disabled, including people with mental health issues. This will be an overriding priority to be integrated into all the action steps, not an action step itself.

**Work of breakout groups:**

Each subgroup should: 1) prioritize the issues; 2) in order of priority, frame it as a policy goal, develop the rationale, and develop action steps, a timeline and possible funding sources for each.

All issues we want to address in the Continuum of Care should be framed as a policy goal, and a rationale developed for them. The issues will then be developed into action steps, with measurable outcomes. Action steps are not necessarily executed by a public entity, but can also be actions that anyone working within the overall system can do. If an issue is deemed to be important but does not fit into an action step, it can be addressed in the narrative portion of the chapter.

The format of the final Continuum of Care document still needs to be developed. Although it will differ from the previous CofC, the suggestion from the consultant is to address the questions from the previous CofC when developing action steps: annual number served; cost; measurable outcomes; possible source of funds; and fiscal and/or program responsibility.

**Timeline:** The goal is to have the draft of our chapter together by the end of October, so that the draft of the entire document will be ready for public review in November. We should expect to meet twice a month through October.

Each meeting will begin as the entire group to review progress and clarify questions, then breakout into groups and work on the issues assigned to the group for the remaining time.

**Next Meetings to be held:**    **Wednesday, September 13, 3-5 PM**  
   **Wednesday, September 27, 3-5 PM**

*-Notes taken by Elizabeth Hewson*



SEP - 7 2000

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Continuum of Care Committee Meeting**INCOME and EMPLOYMENT SUBCOMMITTEE**Wednesday, August 30, 2000, 3PM - 5PM, 25 Van Ness Ave, 8<sup>th</sup> floor

**Attendance:** Barry Hermanson (Local Board); Yulitza Peraza (DHS); Akiko Reed (LSYC); Laura Ware (CHP) Co-chair; Johanna Keeley (MOOH), Joanna Wong (IAM Cares), John McLaughlin (I AM Cares), Joseph Billingsley (LSYC)

This group combined the 'Income' and 'Employment' potential new action steps. The group agreed to speak on each topic group separately. It was agreed to go through the list, clarify each item, look for any redundancies, add any new ideas, if necessary, and then prioritize them. The list was modified to add the idea of establishing a workfare union under Income. Akiko Reed added to the Employment section the creation of job retention and career development. She stated most programs don't track beyond 90 days and can't really measure success. There's a need to know how many people coming off CALWORKS are really going into sustainable jobs. It was mentioned that there is no way for the City to document when a business hires a low income or homeless person. It's only tracked if the person is CALWORKS or Workfare. Where does everyone else fit? Another added recommendation under Employment was the creation of revenue streams for employment programs. This was developed from the original action step for the formation of the HEC.

Priorities were set by how many people would be affected by each action step. Johanna made a call to DHS and reported 3934 people in PAES, 1276 in CAAP, 1067 in CALM and 1465 in SSIP. No info available on CALWORKS at that time. Each committee member voted for 4 priorities. A program of paid training for GA recipients was removed from the list as that has already been done. Some of the action steps were expanded on from the original list. These are marked \*\*\*

The following is the list of prioritized Income potential action steps:

1. Creation of a living wage with health benefits
2. Re-examine the City single adult PAES and CAAP systems in terms of sustainable funds and meaningful workfare.
3. Re-examine CALWORKS regulations to develop advocacy policy for increased flexibility on local, state and federal regulations
4. Requirement Civil Service Recruitment for CALWORKS and PAES participants. (from 95)

After this point the remaining action steps were (and not ordered):

- Establish a workfare union \*\*\*
- Restructure workfare
- Increase use of Earned Income Tax Credit (from 95)

The following is the list of prioritized Employment potential action steps. For employment, the top 6 are all tied.

1. Development of City-wide low-income hiring preferences, like 1<sup>st</sup> Source and Section 3.
2. Increase capacity of employers and non-profits to hire low income people-this includes outreach.
3. Increase revenue streams for employment programs for homeless people. (from 95)
4. Citywide job creation for low and un-skilled workers; creation of low-tech jobs.



5. Develop Citywide methods of tracking and encouraging job retention and career development\*\*\*\*
6. Living Wage
7. Continue to develop strategies for hiring goals and preferences for public projects, like TIDHI was.
8. Facilitate partnerships between businesses and non-profits (from 95).
9. Summit to bring together small business and low-wage workers.
10. Provide Business Development Scholarships to Homeless and Formerly Homeless People, \$\$ from micro enterprises (from 95).
11. Strengthen public-private partnerships (PAES).

With that done, the group turned to the first recommendation under Income and began discussion.

#### *LIVING WAGE*

*Goal:* Beginning with the local ordinance, anyone who works full time should be able to live self-sufficiently and live within reasonable distance of their employment. This should include paid time off and healthcare.

This should include in the final version, a cost of living table.

*Rationale:* Without a living wage, people return to or become dependent on public services, or leave their community. Living Wage prevents homelessness.

*Action Steps:*

1. Increase living wage to be consistent with cost of living index.
2. Advocate for increases in minimum wage.
3. Advocate for reliable sources of funding to ensure this can be implemented by contracting agencies
4. Advocacy to expand living wage to all business and jobs leased with city or using city funds

It was agreed to revisit this work at the start of the next meeting and move down the Income and Employment list.

Next meeting to be: **WEDNESDAY, September 13<sup>th</sup>, 3-5 PM, 25 Van Ness, 8<sup>th</sup> floor.**

Meeting adjourned 5:01 PM.

*-Notes taken by Johanna Keeley, Mayor's Office on Homelessness*



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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

## (EDUCATION and TRAINING SUBCOMMITTEE)

Wednesday, August 30, 2000, 3PM - 5PM, 25 Van Ness Ave, 8<sup>th</sup> floor

**Attendance:** Gary Knoblock - Facilitator (Skills Center); Lydia Ely (consultant); Carrie Dipman (TIHDI/ Local Board); Po Yee Au Lindahl (DPH); Amanda Feinstein (DHS); Jennifer Franchot (LSYC); Malik Looper (Goodwill); Alison Lewis (HAFP); John Wilson (COH); Elizabeth Hewson (CHP); Joyce Miller (FRD).

The group reviewed its assigned topics, discussed each of them briefly for purposes of clarification and reorganization, added a few new ones, and delegated a few others. Then each of the 8 group members present "scored" each topic as High (3 points), Medium (2 points), or Low (1 point) priority for discussion at the next meeting. The topic number in parenthesis reflects the original topic number: #1 - 13 are from the August 17 minutes and #14 - 19 are new topics discussed this meeting.

The results are ranked in order of priority for further discussion:

Ran k	Point s	Topic
1	24	(#5) Housing/shelter tied to training programs <ul style="list-style-type: none"> <li>• To met the needs of people in training programs and starting new jobs. If created, trainees should be allowed to stay after they get jobs.</li> <li>• To be developed jointly with Strengthening Adult Shelters Committee.</li> </ul>
2	22	(#2) Combine/enhance literacy and training <ul style="list-style-type: none"> <li>• Many people need literacy skills before they can participate in other training programs.</li> <li>• These programs hard to fund, since federal DofEd programs suspended.</li> </ul>
3	21	(#1) Living Wage: <ul style="list-style-type: none"> <li>• Ensure that training programs result in higher-paying jobs.</li> <li>• Determine costs to Bay Area of declining low-skill jobs.</li> </ul>
3	21	(#13) Expand paid training programs for CAAP/PAES (formerly GA) <ul style="list-style-type: none"> <li>• Existing programs with MUNI, DPW/Slug, DPW/Vector Control.</li> </ul>
4	20	(#6) Services/linkages for those who don't receive public assistance <ul style="list-style-type: none"> <li>• Hard to secure funding to train these people</li> </ul>
5	18	(#9) Access to city departments and training/education providers <ul style="list-style-type: none"> <li>• Widen access to Dept of Mental Health, Dept of Rehab for homeless training and employment</li> </ul>
6	17	(#10) Creation and funding of training programs should be directly related to job forecasting
6	17	(#11) Increase access to City College <ul style="list-style-type: none"> <li>• Offer offsite classes; remedial classes</li> <li>• \$ to CBOs to offer classes</li> <li>• Change City College so it meets needs of homeless people</li> </ul>







7	16	(#3) Create scholarship fund for higher education • TANF funds City College but only certificate programs, not degree programs; credits aren't transferable. This is being changed; scholarship program being created with CalWorks \$\$, to be run by a non-profit. • Nothing comparable for single adults • State system will give scholarships based on need
7	16	(#15) Provide intermediate training and employment opportunities • Mentorships, internships (paid and unpaid), part-time • Tax and employer policies may discourage such methods
7	16	(#19) Expand OJT opportunities
8	15	(#17) Supportive services are necessary • Clothing, voicemail, child care, case management, food/lunches, hygiene resources, medical/health, transportation • Research shows that trainees and the newly employed don't eat much lunch
9	12	(#12) Expand/improve/continue the Homeless Employment Collaborative • Involve all homeless training/employment providers to have clout and to go after new funding. • In context of issue: what's better, mainstream or specialized services?
10	11	(#18) Promote employee assistance programs • Employer/trainer covers basic crisis needs, if something goes wrong employee has access to social worker/ services • Has social work component • Helps keep trainee training, and employee working
11	10	(#16) Explore advantages of specialized vs. mainstream services • When to have targeted training programs for homeless and when to integrate into mainstream training programs • HUD pushing for greater integration into mainstream services
12	8	(#14) Promote casual labor including temp work • Short-term or transitional employment as part of training strategy • Employment policies dissuade this type of work

After discussion it was decided that some of the issues were more appropriate for the Employment Subcommittee or had components that the Employment Subcommittee should address. The following issues are hereby being rerouted to the Employment Subcommittee:

1. Increase private sector involvement in homeless education, training and employment
  - Through focused educational, political, PR work to employers
  - For jobs, internships, mentorships, OJT
  - Support for casual labor and temp work – eliminate barriers in employment policies, educate temp agencies to work with the homeless
  - For as-yet unreached sectors: multimedia, biotechnology
  - In accordance with job forecasting -- coordinate outreach to those areas
  - Workforce Investment Board is charged with being linked between public and private sectors, more involved in creating employment and training programs than the PIC was
  - Through potential new City staff/department focused on Employment & Training \*see "Overarching issues" section from August 17, 2000, topics list



2. Promote employee assistance programs

- A component of the benefits package
- Employer/trainer covers basic crisis needs; if something goes wrong employee has access to social worker/ services (i.e. emergency child care)
- Has social work component
- Helps keep trainee training, and employee working

3. More retention services needed

- Training agencies can't always offer them for the long-term
- Employees need the support to maintain jobs and advance
- Increase resources that PAES can put into job retention

*-Notes by Lydia Ely  
and Elizabeth Hewson*



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The San Francisco Local Homeless Coordinating Board is overseeing the process of updating San Francisco's Continuum of Care Plan. This work will be done in committees involving service providers, consumers, City department representatives, advocates, business and community members, meeting until November. The following Committee is focusing on specifically on Income, Education and Employment. For further information, contact Carrie Dipman at 274-0311 or Laura Ware at 749-1695.

Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
**INCOME, EDUCATION AND EMPLOYMENT**

Wednesday, September 13, 2000, 3PM-5PM  
25 Van Ness Ave, 8<sup>th</sup> floor

**AGENDA**

- I. **For action:** Breakout into three groups: "Income", "Education", "Employment" to further discuss potential action steps. Groups will prioritize, develop the policy goal, rationale and timeline for each potential action step.
- II. **For action:** Reform to main group to discuss findings and identify next steps and areas of focus.

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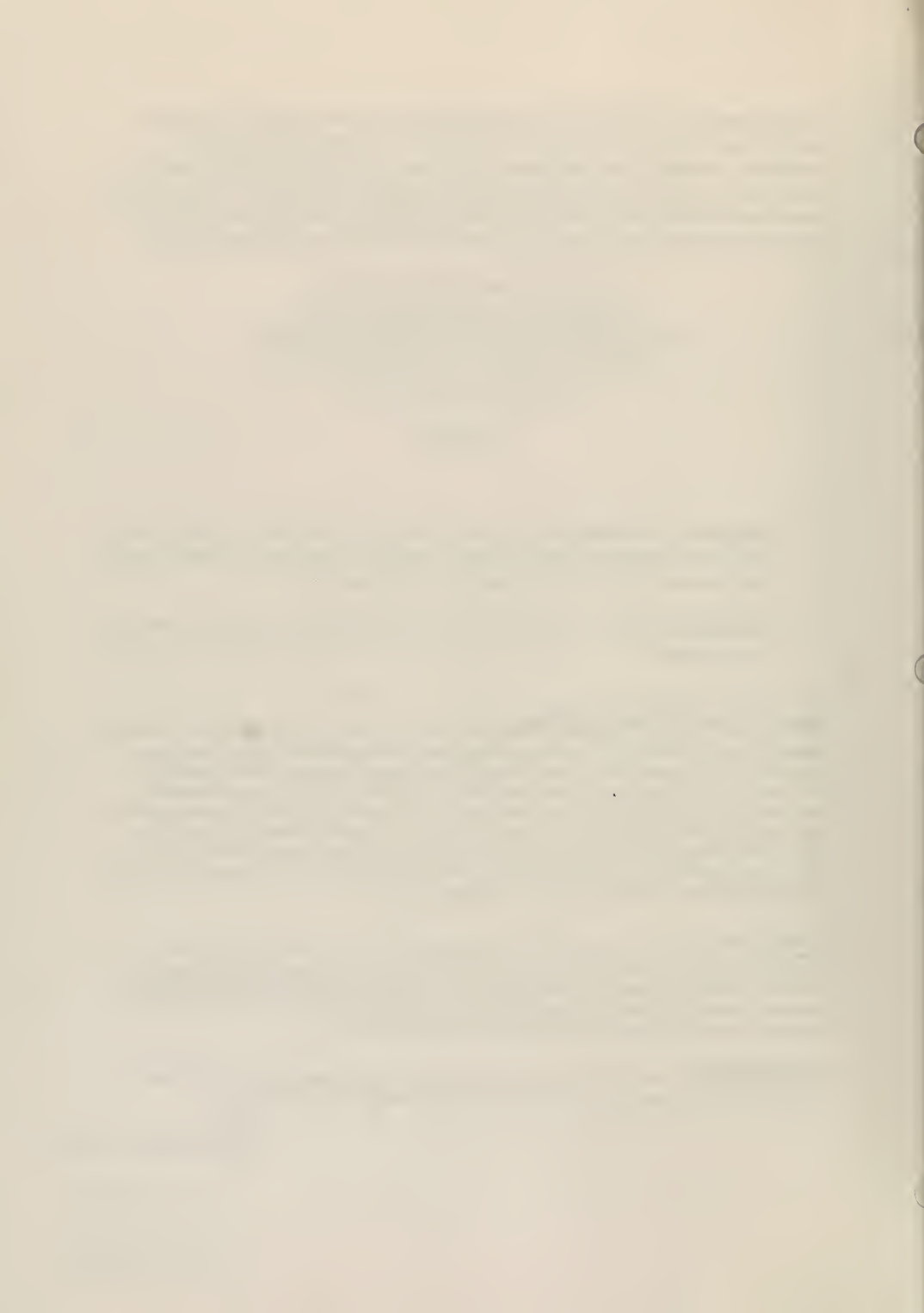
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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
**INCOME, EDUCATION, AND EMPLOYMENT**

Wednesday, September 13, 2000, 3PM – 5PM  
25 Van Ness Ave, 8<sup>th</sup> floor

**Attendance:** Carrie Dipman – Co-chair; Lydia Ely – CofC consultant; Amanda Feinstein (DHS); Barry Hermanson (Local Board); Elizabeth Hewson (CHP); Johanna Keeley (MOOH); Gary Knoblock (Skills Center); Alison Lewis (HAFF); Malik Looper (Goodwill); Yulitza Peraza (DHS); Tony (DHS).

Carrie Dipman announced that several people from the Income/Employment group had called and could not attend the meeting, so the subcommittee decided to stay together as a whole and focus on discussing the Education and Training issues.

Barry Hermanson suggested that the Income/Employment group meet a half hour early for the next meeting, since they wouldn't be meeting this week.

*It was decided that at the next meeting, Wednesday, September 27, the Income and Employment group will meet from 2:30-5 PM in Room ?? and the Education and Training group will meet from 3-5 PM on the 8<sup>th</sup> floor.*

**Work Plan for Continuum of Care:**

The format for the new Continuum of Care has been developed – see the “Work Plan for Continuum of Care Subcommittees”.

We reviewed the progress of this subcommittee in light of the newly developed Work Plan:

- The strategy area has been defined: Income, Education & Training, and Employment
- Assess the environment: the first part, to review the '96 action steps, has been done. We will need to finish the second part, to review reports on the current environment and needs in our strategy area. It was discussed that most of this will be done outside of the meetings; Lydia offered to help gather information on the current situation and needs. One suggestion was to look at the WIA 5-Year Plan submitted to the state.
- Develop Action Steps – this subcommittee has already begun this process. We reviewed the proposed format: Action steps should be stated as an objective and be followed by a brief summary of the activities necessary to implement this objective. Each action step should include: Rationale/description of need being met; Cost estimates; Potential funding sources; Key performance outcomes; Program responsibility; Time frame.

**Education and Training Group**

Gary Knoblock gave a brief review of the progress thus far: brainstorm of issues/needs, clarification, ranking according to priority for discussion. The group began discussing the issues in the order of ranking, following the guidelines in the Work Plan.

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## 1. Housing/shelter tied to training programs

- Lack of housing is a clear barrier to people completing a training program.
- Shelter Committee is discussing a special floor set aside for people who are working or in a training program.
- Shelters are designed for crisis; people in structured programs need a stable place to be in order to follow through, have a place to study, etc.
- "College dorm" idea
- All homeless persons in training programs should have access to stable housing while in program and starting a new job.

Objective: Create dorm-style temporary housing or master leased SROs in SF for homeless participants in education and training programs.

Rationale: Shelter system is not a conducive environment for people who are in training programs or working. There is HEC data that justifies the need (*Carrie to collect*). Need to take into account neighborhood safety, recovery issues, and time frame. There is no low-income affordable housing available for people, and there is a student housing crisis in general.

Cost estimate: Housing at \$600/month for 6 months = \$3600 per person; for 100 people, cost would be 360,000. *Get more info*

Potential funding sources: DPH; DHS; McKinney; CalWorks housing subsidy; PAES; non-profits; % of persons income

Performance outcomes:

- a) Program completion to increase by 20% for Training Program/HEC graduates who were homeless.
- b) Gain and retain jobs.

Program Responsibility: MOH with subcontractors (housing or training providers)

Time frame: 1-3 years – Ramp-up with more immediate implementation

## 2. Combine/enhance literacy and training

- Specific to workplace skills / training path / OJT
- Literacy and ESL are 2 different issues and need to be addressed separately.

Objective: Increase capacity of training programs to meet workplace literacy needs of low-literacy homeless participants. (ESL/Regular literacy)

Rationale: Many people need literacy skills before they can participate in other training programs, and if a person has low literacy it is difficult for them to succeed at work. The Dept. of Education has refused to fund anything other than traditional adult education; there is no access for homeless people. (*Gary and Malik will gather literacy statistics*)

Cost estimate: Cost per unit for 6 months to 1 year – *sample 3-4 programs and look at average cost for enhancement.*

Potential funding sources: WIA; PAES; CalWorks; ROP

Performance outcomes:

- a) Increase in literacy level
- b) Increase in successful program completion
- c) Increase in access to training programs
- d) Use of: Project Read / Senior Centers / volunteers

Program Responsibility: Funders and Education & Training providers

Time frame: 1-2 years



### 3. Living Wage / Livable Wage:

- Ensure that training programs result in higher-paying jobs.
- Tie to job forecasting.

*Discussion on this issue was tabled for a later date. Following are some of the ideas and concerns that were discussed thus far.*

Objective:

Possible objectives and surrounding concerns discussed include:

Design a training continuum that results in jobs that lead to self-sufficiency/sustainability with career development and advancement.

Prioritize training for jobs with higher wages and opportunities for growth – concerns include this leading to the exclusion of training programs focused on jobs in sectors that typically pay less, i.e. food industry.

Train people for jobs there is a market for, and aim for a liable wage within each job category. Possibly make an objective specific to HEC?

**Rationale:** Low-wage jobs perpetuate the cycle; if a person cannot support themselves they will re-enter the system.

Cost estimate:

Potential funding sources:

Performance outcomes:

Program Responsibility:

Time frame:

For next meeting:

Ways to structure the discussion so that we move quickly were discussed.

Carrie will work on getting the intent/objective clear under each of the next 4-5 issues, so that we have a rough draft to work off of for developing the objective.

It was decided to put a 20 min. / 30 min. time limit on each issue.

**Next Meetings to be held: Wednesday, September 27, 2:30-5 PM Income/Employment  
3-5 PM Education/Training**

**Wednesday, October 11, 3-5 PM**

**Wednesday, October 25, 3-5 PM**

-Notes by Elizabeth Hewson



**Following is the list of Education and Training issues ranked for discussion:**

1. Housing/shelter tied to training programs
  - To met the needs of people in training programs and starting new jobs. If created, trainees should be allowed to stay after they get jobs.
  - To be developed jointly with Strengthening Adult Shelters Committee.
2. Combine/enhance literacy and training
  - Many people need literacy skills before they can participate in other training programs.
  - These programs hard to fund, since federal DoEd programs suspended.
3. Living Wage:
  - Ensure that training programs result in higher-paying jobs.
  - Determine costs to Bay Area of declining low-skill jobs.
4. Expand paid training programs for CAAP/PAES (formerly GA)
  - Existing programs with MUNI, DPW/Slug, DPW/Vector Control.
5. Services/linkages for those who don't receive public assistance
  - Hard to secure funding to train these people
6. Access to city departments and training/education providers
  - Widen access to Dept of Mental Health, Dept of Rehab for homeless training and employment
7. Creation and funding of training programs should be directly related to job forecasting
8. Increase access to City College
  - Offer offsite classes; remedial classes
  - \$ to CBOs to offer classes
  - Change City College so it meets needs of homeless people
9. Create scholarship fund for higher education
  - TANF funds City College but only certificate programs, not degree programs; credits aren't transferable. This is being changed; scholarship program being created with CalWorks \$\$, to be run by a non-profit.
  - Nothing comparable for single adults
  - State system will give scholarships based on need
10. Provide intermediate training and employment opportunities
  - Mentorships, internships (paid and unpaid), part-time
  - Tax and employer policies may discourage such methods
11. Expand OJT opportunities
12. Supportive services are necessary



- Clothing, voicemail, child care, case management, food/lunches, hygiene resources, medical/health, transportation
- Research shows that trainees and the newly employed don't each much lunch

### 13. Expand/improve/continue the Homeless Employment Collaborative

- Involve all homeless training/employment providers to have clout and to go after new funding.
- In context of issue: what's better, mainstream or specialized services?

### 14. Promote employee assistance programs

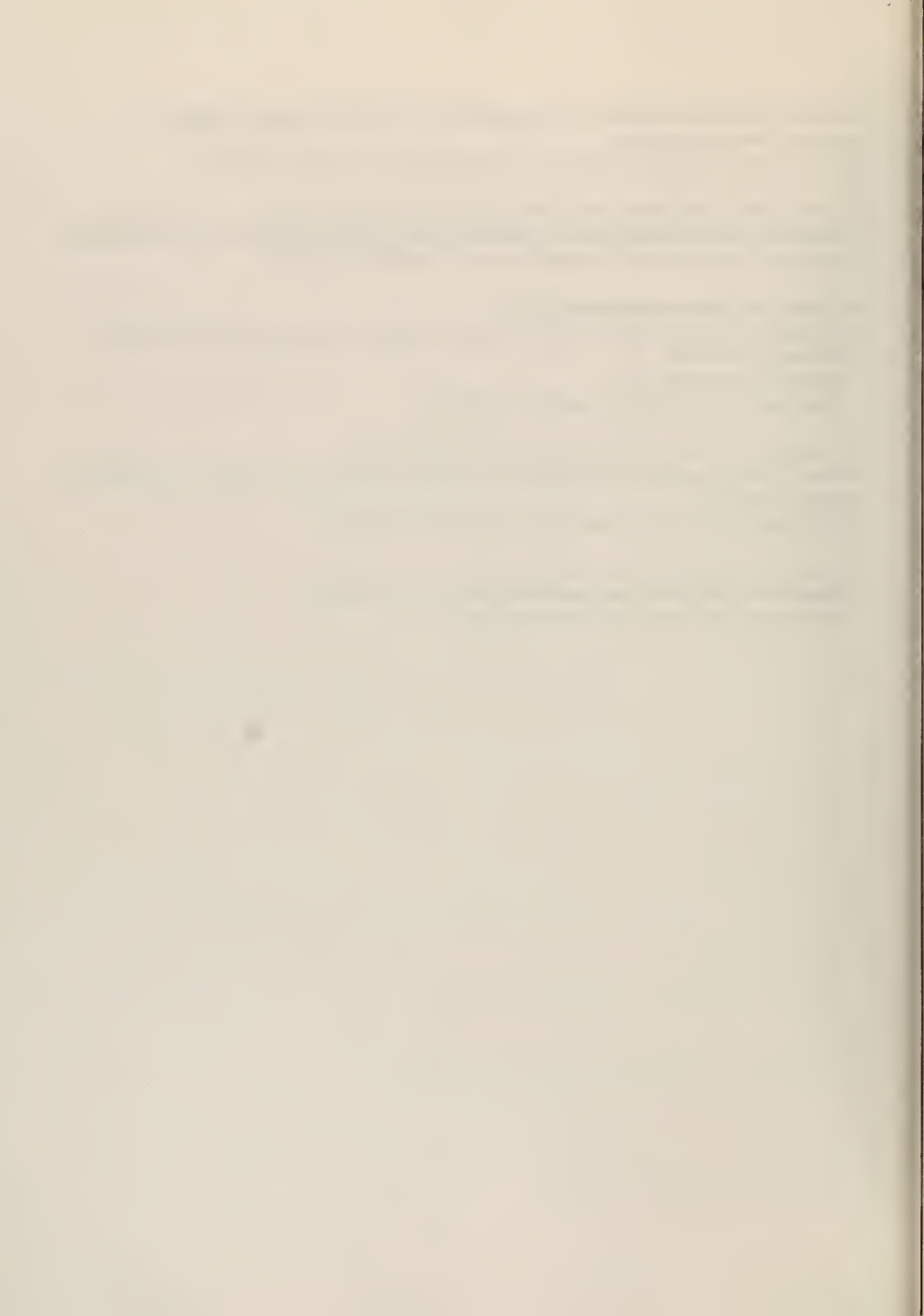
- Employer/trainer covers basic crisis needs, if something goes wrong employee has access to social worker/ services
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- Helps keep trainee training, and employee working

### 15. Explore advantages of specialized vs. mainstream services

- When to have targeted training programs for homeless and when to integrate into mainstream training programs
- HUD pushing for greater integration into mainstream services

### 16. Promote casual labor including temp work

- Short-term or transitional employment as part of training strategy
- Employment policies dissuade this type of work





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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

**INCOME, EDUCATION AND EMPLOYMENT**

**PLEASE NOTE TIME AND LOCATION DIFFERENCE FOR SUBCOMMITTEES**

Wednesday, September 27th, 2000, 3PM-5PM for Education

2 PM-5 PM for Income and Employment

25 Van Ness Ave, 8<sup>th</sup> floor for Education, Suite 750 for Income and Employment

**AGENDA**

- I. **For action:** Continue breakout into three groups: "Income", "Education", "Employment" to further discuss potential action steps. Groups will prioritize, develop the policy goal, rationale and timeline for each potential action step.

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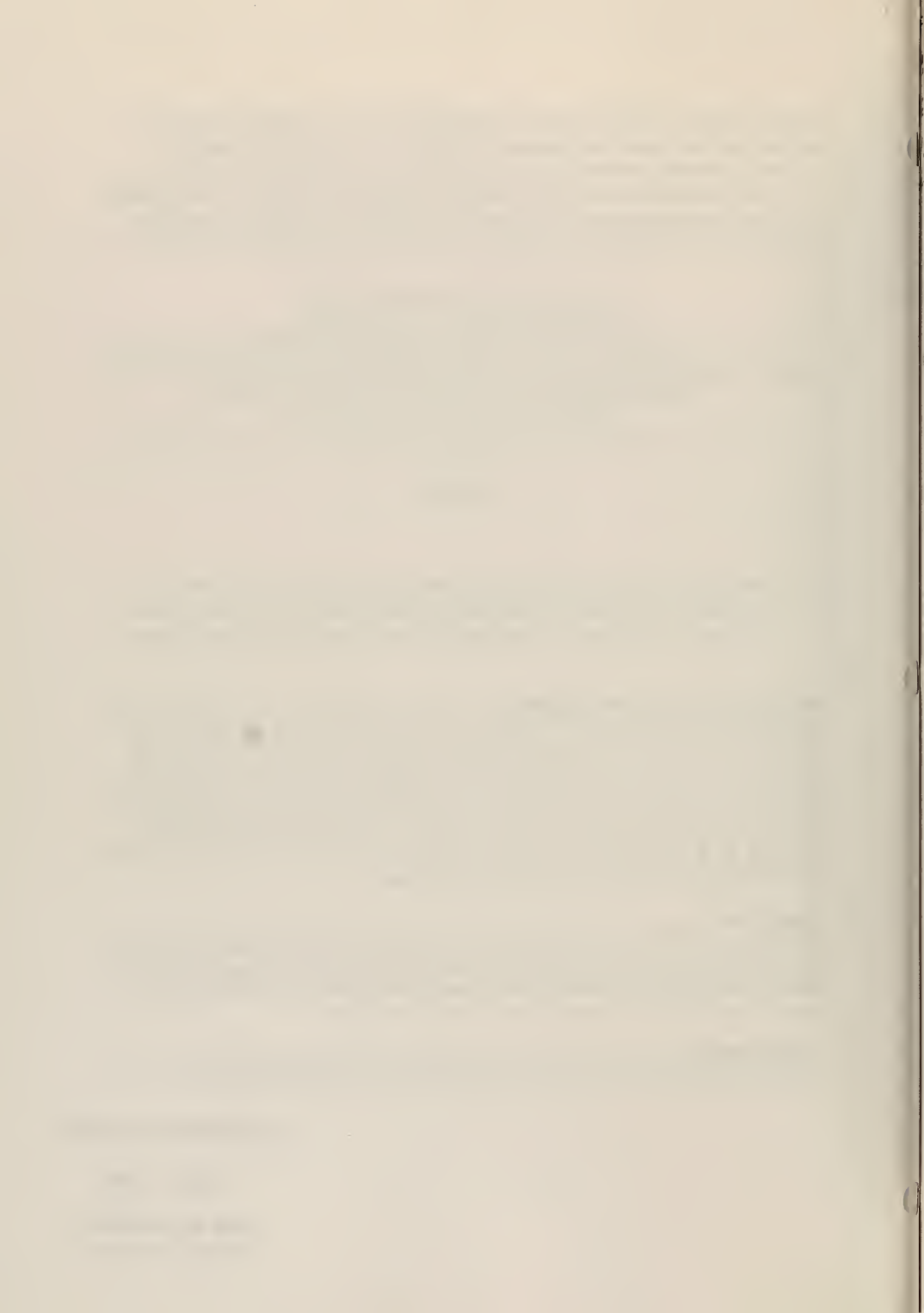
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**INCOME and EMPLOYMENT SUBCOMMITTEE**

Wednesday, September 27, 2000, 3PM - 5PM, 25 Van Ness Ave, Rm. 750

**Attendance:** Barry Hermanson (Local Board); Yulitza Peraza (DHS); Laura Ware (CHP) Co-chair; Johanna Keeley (MOOH), Joanna Wong (IAM Cares), John McLaughlin (I AM Cares), Daryl Henline (CVE)

Barry Hermanson called the meeting to order at 2:45. Upon review of the Income potential action steps, it was clear that we couldn't proceed with steps 2-4 without representation from the DHS departments that work with CAAP/PAES and CALWORKS. Yulitza, Johanna and Laura will try to get the appropriate people to the table for the next meeting to focus on these steps. Employment potential action steps were addressed. The group started with Employment Action Step #2.

Goal: Increase capacity of employers and non-profits to hire low-income people.

Action Step: Coordinate outreach efforts to employment and business community informing of incentives for low income hiring and incentives currently in place. (current incentives like Enterprise Zones, 1<sup>st</sup> Source)

Rationale: A lack of knowledge about programs. Fear of dealing with people with disabilities; fear of the ADA. A perceived lack of both hard and soft work skills of low-income and homeless people. Lack of support for both employee and employer. Wage level too low to attract and retain candidates. Transportation-although another committee is handling this.

Every current employment program acts as broker between the employer and employee. PIC reports that job attractiveness to employees and having housing for them as being their struggle. After 90 days, there is little support.

Action Step 2: Working with employers to improve attractiveness of entry-level jobs.

Responsible party could be the WIB?

Could all programs combine outreach as one effort? Maybe that's a short-term action step.

However, capacity here is more than just getting information out but making it easier for employer to take it on. Laura said the thought behind this step was that to offer more tools to the employer like personnel evaluations, work-plans, trainings, etc for employers dealing with employees. The Federal Work Opportunity Tax Credit, which is about 4,000 per year, was set up to help the employer provide that extra support. Foundations could also be a revenue stream in this line of thinking. It would be nice to attach the tax credit directly to the person. Even bigger than that, how could it move towards a citywide system. It would be like the welfare to work movement, creating a whole new labor package. From that conversation, developed the next step.

Action Step 3: To develop and implement an educational package that diversifies the employers' ability to hire a wide range of workers. (tax credit). Implementation could be EDD, Assessor's Office and where people apply for business licenses. It should be a wide reaching education campaign with a website with links and a brochure. Daryl reports 60,000 employers, according to the Chamber of Commerce. Could new tax incentives be implemented which speak directly to homelessness? DHS had that in their contracts. Laura suggests:

Action Step 4: Investigate the feasibility, then develop new tax incentives which speaks to hiring and sustained employment of homeless people. The question on this action step, is it real? Would



it create too much paperwork for employers so they wouldn't use it. We wouldn't want it to be a burden for the employer.

**Employment #1: Development of City-wide low-income hiring preferences, like 1<sup>st</sup> Source and Section 3.**

Laura explained the history of Section 3. It goes back to Johnson's presidency. HUD revitalized it in 1996. Section 3 Plus was developed locally. It is potentially relevant to all HUD money, which is a lot of jobs. After some discussion regarding best wording that would create true access, not just language, the following was developed.

**Goal:** Development of open access to publically funded jobs throughout the City for homeless people at no less than 10% of all jobs.

It was decided 10% is probably the most reasonable threshold. It's both optimistic and realistic while still being ambitious. To have teeth, this should apply to City money or City land and should apply to City leases to close loopholes.

**Rationale:** Hiring local is better for City, in terms of traffic, etc. It build stronger local communities. Improves quality of neighborhoods. Regarding city tax dollars, people who are recipients of City incentives, give back. City residents have the benefits of city tax dollars. The idea is that all City residents should benefit when the tax dollars are used by as many people as possible. Will need to work on language around that.

**Action Step:** Review and improve language of 1<sup>st</sup> Source. This is a short-term step.

A discussion was held about the idea of city-wide consistent hiring plan. Daryl mentioned the Central Employment Brokerage Association that has a standard of new building to target 10% disenfranchised populations. This developed into:

**Action Step 2:** Assemble and centralize all City low income hiring plans. Then develop consistency and work towards one City plan, with goal of 10% of all jobs ensured for low-income and homeless people.

**Action Step 3:** Ensure living wage and hiring preferences for homeless people are coordinated.

**Employment Step 4-Citywide job creation for low and unskilled workers; creation of low-tech jobs.**

**Goal:** Development of City-wide job creation plan for low skilled workers that has extensive public support. (Similar to work progress administration).

**Goal #2:** Broad City-wide job identification of low skill level positions in all work arenas.

**Rationale:** It's an investment in the City. Creates sweat equity investment.

**Action step:** Review existing City zoning and establish plan to maintain manufacturing and other industries.

Daryl pointed out that 50% of City GPA is hospitality and that's unionized. Laura will try to get Local 2 to be at the table-either Kim or Casey.

The perfect steps is really to think very big. A year long sheltered employment program which offers real work. This work would have a menu of options for work. Are there ways to fund this? What the group would like to see would be:

*A City administered work experience opportunities program, providing long term training with hard and soft skills that address skills lost due to homelessness.* Something like this could benefit PAES and CALWORKS participants.

Meeting adjourned 5 PM. **Next meeting: October 11<sup>th</sup>, 3-5 PM, Room 720.**

Notes taken by Johanna Keeley, MOOH





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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

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# EDUCATION and TRAINING SUBCOMMITTEE

Wednesday, September 27, 2000, 3PM – 5PM, 25 Van Ness Ave, 8<sup>th</sup> floor

**Attendance:** *Mauricio Aviles (Arriba Juntos), Amanda Feintein (DHS), Elizabeth Hewson (CHP), Gary Knoblock (Skills Center), Alison Lewis (HAFP), John Wilson (COH).*

The group continued to address the Education and Training issues, beginning with number 4:

## 4. *Expand paid training programs for CAAP/PAES (formerly GA)*

- *Existing programs with MUNI, DPW/Slug, DPW/Vector Control.*

After discussing the intent behind the original brainstormed goal, the group decided to break it down into two separate action steps, one which addresses the issue of workfare and the other to address paid training in general, including existing PAES programs:

### A. Objective: Expand training programs that utilize time-limited paid work experience.

Rationale: Hands-on experience and learning skills linked to a specific job or job type are proven training methods.

Cost estimate: \$10,000/person (includes soft and hard skills training, training wages, placement services, and retention services)

Potential funding sources:

Performance outcomes: a) Increase rate of job placement due to "real" work experience. b) Placements with higher entry level wage due to work experience.

Program responsibility:

Time frame:

### B. Objective: Supplement existing workfare with the goal of giving people positive experiences that would encourage them to pursue training options and services available.

Rationale: If people are required to do something, it should be something meaningful and productive.

Cost estimate: to be absorbed by departments (supervision and oversight costs)

Potential funding sources:

Performance outcomes:

Program responsibility:

Time frame:

## 5. *Services/linkages for those who don't receive public assistance*

- *Hard to secure funding to train these people*

Objective: Ensure that there are educational and job readiness slots available in the system for San Francisco residents who are homeless and not currently receiving public assistance.

Rationale: Currently most training initiatives are funded or specific populations (CalWORKS, PAES) and do not allow for training slots for people who do not fit these situations. Potentially the number of people who are not currently receiving aid could increase due to CalWORKS/PAES sanctions and now there are not many options for them.





Cost estimate: Cost per unit for one year will range from \$1,500 to \$4,500 (based on HEC and other training programs)

Potential funding sources: WIA; General Fund, McKinney

Performance outcomes: a) Create job training opportunities for homeless job seekers regardless of public assistance status. b) Increase access to training programs and opportunity for job placement.

Program responsibility: Funders (pay for tuition and enrollment) and Education & Training providers (conduct outreach and job placement)

Time frame: 1-2 years (ongoing)

6. *Access to city departments and training/education providers*

• *Widen access to Dept of Mental Health, Dept of Rehab for homeless training and employment*  
This goal was broken down into two parts, one to address issues about access to the Department of Rehabilitation and the other access to mental health services.

A. Objective 1: Increase use of the Department of Rehabilitation (DR) by homeless people, by streamlining access, diagnosis process, and service plan development.

Objective 2: Advocate that homeless status be included as a certified disability for DR eligibility.

Rationale: The DR services are appropriate but are not structured in an appropriate way for homeless people to access them. It takes a long time to get into the DR system; people have to have an official diagnosis of a disability.

Cost estimate:

Potential funding sources:

Performance outcomes:

Program responsibility:

Time frame:

B. Objective: Integrate mental health services into education and training programs for homeless people as needed.

Rationale: Many participants in education and training programs have mental health issues which are unmet and are significant barriers to employment.

7. *Creation and funding of training programs should be directly related to job forecasting*

Objective: Ensure that training programs are preparing people for jobs that have a high potential for growth according to job forecasting and with career pathways.

Rationale: It is important to prepare people for jobs that are in high demand, offer people the potential for growth, and make a livable wage.

Cost estimate:

Potential funding sources:

Performance outcomes: High placement rate, competitive wages, and job retention.

Program responsibility: WIB, EDD

Time frame: Immediate



8. *Increase access to City College*

- *Offer offsite classes; remedial classes*
- *\$ to CBOs to offer classes*
- *Change City College so it meets needs of homeless people*

Objective: Expand partnerships with City College that increase access for homeless people:

- a) CC instructors offering classes off-site at community-based organizations
- b) CBO staff provides support and services (soft skills) and placement services for homeless people taking classes at CC
- c) Provide space and resources for CBOs that can be feeders into CC

Rationale: CC has great resources, but is not set up to provide the support necessary for homeless people to succeed; CBOs can provide the services and support. There is a demonstrated track record of successful partnerships. Also, exposing homeless people to CC through such partnerships may inspire them to take other classes.

Cost estimate: unknown – possible costs to CC for additional instructors

Potential funding sources:

Performance outcomes: Increase in number of homeless people utilizing CC resources

Program responsibility:

Time frame: 1-3 years

10. *Provide intermediate training and employment opportunities*

- *Mentorships, internships (paid and unpaid), part-time*
- *Tax and employer policies may discourage such methods*

Objective: Ensure that the WIB encourages partnerships between Training and Employment programs and the private industry, in order to get employers to create more mentorship and internship opportunities.

Rationale: The WIB will have the broad-based ability to reach out to the private industry on a larger scale. Mentorships and internships are effective strategies to lead to permanent employment.

Cost estimate:

Potential funding sources:

Performance outcomes: Creation of internships and/or mentorships (% that lead to paid employment)

Program responsibility: WIB

Time frame: 1 year

**Next meeting: Wednesday, October 11<sup>th</sup>, 3-5 PM, 6<sup>th</sup> floor Conference room**

*Notes taken by Elizabeth Hewson, CHP*



The San Francisco Local Homeless Coordinating Board is overseeing the process of updating San Francisco's Continuum of Care Plan. This work will be done in committees involving service providers, consumers, City department representatives, advocates, business and community members, meeting until November. The following Committee is focusing on specifically on Income, Education and Employment. For further information, contact Carrie Dipman at 274-0311 or Laura Ware at 749-1695.

Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

**INCOME, EDUCATION AND EMPLOYMENT**  
**PLEASE NOTE LOCATION DIFFERENCE FOR SUBCOMMITTEES**

Wednesday, October 11th, 2000, 3PM-5PM

**Room 720 for Employment and Income**  
**Sixth floor conference room for Education**

**AGENDA**

- I. **For action:** Continue breakout into two groups: "Income and Employment" and "Education" to further discuss potential action steps. Groups will prioritize, develop the policy goal, rationale and timeline for each potential action step.

**Know your right under the Sunshine ordinance**

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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

**INCOME and EMPLOYMENT SUBCOMMITTEE**

Wednesday, October 11, 2000, 3PM – 5PM, 25 Van Ness Ave, Room 720

**Attendance:** Barry Hermanson (Local Board); Joseph Billingsley (LSYC); Daryl Henline (CVE); Johanna Keeley (MOOH)

Barry called the meeting to order at 3:25. The co-chair, Laura Ware, is ill and will miss the meeting so Barry agreed to facilitate. Johanna reviewed the work to date and the decision today to focus on income as opposed to employment, as Laura is pretty critical to those action steps. Johanna asked the group to review the income material provided by DHS.

Income action steps 3. Johanna presented sample language for a CALWORKS action step submitted by Trent Rhorer and basic information on PAES provided by Dorothy Enismon.

The group had no disagreement with the language on the CALWORKS action step but wished to get broader input. Johanna agreed to run action step by Cindy Ward, from DHS as well as Family Rights and Dignity. We will try to get some input on this action step before approving it into the document. Johanna will check with Trent to see if these ideas have any regional effort behind it. There was also a question if a client could be continuously on CALWORKS for 5 years. The group didn't know. Barry commented that it might work out to have an entire committee of the Local Board be focused on advocacy. That could grow out of the policy committee. It's a recommendation to be considered.

Income action step 4. Johanna was told by Dorothy Enismon that to accomplish Civil Service Recruitment for CALWORKS and PAES participants that one would need to change the City Charter. The group agreed this was unlikely and crossed it off the list.

Income action step 2. The group would like to see more input from people with experience with public income. Suggested contacts were COH, Coleman Advocates and Steve Williams from POWER. Barry suggests having a letter or flyer highlighting the current issues we are addressing and sending it to interested parties. The letter would be an invitation to participate, with only a RSVP if an agency can't attend. If they can't attend, we would like to request input, thoughts and comments we can include in the committee's discussions. Johanna will contact Jim Kennedy, Daryl will contact Bonnie Carol and SF Works (Heather). Johanna will call Dorothy and ask what works and what doesn't work from her perspective to see if we can get some further guidance for income. We can then have others review the ideas and maybe come up with some pointed action steps.

The committee decided to 'homework out' the remaining action steps from employment as to make sure we finish by the deadline. The homework assigned should be worked out more thoroughly as an action step, with defined policy goal, rationale, timeline and estimated costs. This can then be presented to the group and we could move through each step in about 20 minutes.

Steps assigned:

Daryl-#9, Joseph-#8, Barry-#5 & #3.

It was decided not to assign #10, which came from the old plan but to reevaluate it. For #9, a lot of work has already been done, just not on a large scale.

Employment Action Step 3 was developed and broadened from the idea that set up the HEC.

The group would like Laura to take on #7.

All homework should be sent to Johanna so can try and distribute with the minutes.

Meeting adjourned 4:25. Next meeting **Wednesday, October 25<sup>th</sup>, Room 750, 25 Van Ness.**

Notes taken by Johanna Keeley, MOOH

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Continuum of Care Committee Meeting

## EDUCATION and TRAINING SUBCOMMITTEE

Wednesday, October 11, 2000, 3PM – 5PM, 25 Van Ness Ave, 6<sup>th</sup> Floor

**Attendance:** Carrie Dipman (TIHDI), Elizabeth Hewson (CHP), Gary Knoblock (Skills Center), Alison Lewis (HAFP), John Wilson (COH), Po Yee au Lindahl (DPH)

9. *Create scholarship fund for higher education*

• TANF funds City College but only certificate programs, not degree programs; credits aren't transferable. This is being changed; scholarship program being created with CalWorks \$\$, to be run by a non-profit.

• Nothing comparable for single adults

• State system will give scholarships based on need

The group decided to move this item to the bottom of the list, as more information is needed before we can develop an objective that meets current gaps/needs.

11. *Expand OJT opportunities*

This was suggested as a brainstorm priority, but no consensus was reached as to what the policy objective should be.

12. *Supportive services are necessary*

• Clothing, voicemail, child care, case management, food/lunches, hygiene resources, medical/health, transportation

• Research shows that trainees and the newly employed don't eat much lunch

The group discussed supportive services provided by WIA, PAES, CalWorks, etc. and decided to focus this objective on filling in the gaps where necessary supportive services don't exist or are not sufficient to meet the need.

Objective: Ensure adequate and flexible supportive resources by:

A. Ensuring childcare that is flexible and accessible, including:

- 1) Evaluating and changing childcare system to eliminate barriers to parents' success. For example, a single parent who must travel to two different locations to access care for children of different ages.
- 2) Opening up eligibility to parents that are taking steps necessary to prepare themselves for training (in rehab, etc.).
- 3) Ensuring adequate after-school programs and morning-care for school-aged children.
- 4) Create/expand respite care for children of all ages.

B. Providing funding to programs for the purchase of participants' meals.

Rationale:

A. Childcare is currently not flexible enough to meet participants' needs in order for them to be training/job ready.

B. Many participants currently do not receive adequate nutrition during training / new employment. A successful program was temporarily implemented by the HEC.

Cost estimate: For childcare, possibly no additional fiscal impact. For food program, estimate of \$25 a week per participant.



*13. Expand/improve/continue the Homeless Employment Collaborative*

- *Involve all homeless training/employment providers to have clout and to go after new funding.*
- *In context of issue: what's better, mainstream or specialized services?*

Objective: Expand / improve / continue Homeless Employment Collaborative to:

- A. Include all homeless training and employment providers so that there is a more seamless set of services citywide.
- B. Position the HEC as an advocacy body on behalf of all training programs around policy and funding issues.

Rationale: The expansion of the HEC would streamline services, improve coordination, and allow for better analysis of needs and the initiatives to address those needs.

Cost estimate: \$0.5 – 1 million per year

Time frame: Immediately

*14. Promote employee assistance programs*

• *Employer/trainer covers basic crisis needs, if something goes wrong employee has access to social worker/ services*

• *Has social work component*

• *Helps keep trainee training, and employee working*

The intent of this issue is to establish an insurance program, which some businesses have, to help employees deal with crises and have access to resources, including a social worker. The group took this off the list because it felt this is more appropriate for the WIB to deal with as a Workforce development concern.

*15. Explore advantages of specialized vs. mainstream services*

• *When to have targeted training programs for homeless and when to integrate into mainstream training programs*

• *HUD pushing for greater integration into mainstream services*

Objective: Maintain the diversity of training programs, both specialized and mainstream, to best meet individuals' needs. Assure adequate funding for training programs that target special need populations.

Rationale: Currently, the majority of WIA and other funding sources have been distributed primarily to mainstream programs. However, homeless people may succeed/fail in mainstream vs. specialized trainings, depending on their particular backgrounds.

Cost estimate: No new costs, redistribution of allocations accordingly.

Performance outcome: Assure that specialized training programs don't disappear, and that clients have access to whichever program best suits their needs.

*16. Promote casual labor including temp work*

• *Short-term or transitional employment as part of training strategy*

• *Employment policies dissuade this type of work*

This had previously been sent to the Employment Subcommittee.

**Next meeting: Wednesday, October 25<sup>th</sup>, 8<sup>th</sup> Floor Conference Room, 25 Van Ness.**

**Please note we will be on the 8<sup>th</sup> Floor again!**

*Notes taken by Elizabeth Hewson, CHP*



12  
/00  
The San Francisco Local Homeless Coordinating Board is overseeing the process of updating San Francisco's Continuum of Care Plan. This work will be done in committees involving service providers, consumers, City department representatives, advocates, business and community members, meeting until November. The following Committee is focusing on specifically on Income, Education and Employment. For further information, contact Carrie Dipman at 274-0311 or Laura Ware at 749-1695.

Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

/// **INCOME, EDUCATION AND EMPLOYMENT**  
PLEASE NOTE LOCATION DIFFERENCE FOR SUBCOMMITTEES

Wednesday, October 25th, 2000, 3PM-5PM

/// **Room 750 for Employment and Income**  
**8<sup>th</sup> floor conference room for Education**

/// **AGENDA**

- I. **For action:** Complete breakout into two groups: "Income and Employment" and "Education" to finish action steps. Groups will prioritize, develop the policy goal, rationale and timeline for each potential action step.

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**INCOME and EMPLOYMENT SUBCOMMITTEE**

Wednesday, October 25th, 2000, 3PM - 5PM, 25 Van Ness Ave, MOCD Conference Room

**Attendance:** Laura Ware (CHP), Barry Hermanson (Local Board); Joseph Billingsley (LSYC); Daryl Henline (CVE); Johanna Keeley (MOOH), Yulitza Peraza (DHS), Jim Kennedy (PIC)

The group began the meeting at 3:10, although Laura Ware, the facilitator didn't arrive until a few minutes later.

Income Step 3

Johanna ran this action step by Ramona Benson, formerly of HPP, Joyce Miller, FRD and Cindy Ward.

Goal: The City shall advocate on a federal level the following points regarding the reauthorization of the federal TANF program in 2002.

- Elimination of the 5 year time limit for benefits.
- Expansion of the 20% exemption from the 5 year limit
- Broadening exemptions for families facing housing/homeless crises
- Broadening the type of allowable activities to include higher education with the recognition that higher education leads to better jobs/higher incomes, which are imperative to families who are trying to live in the Bay area given the high housing costs.

Trent informs us that other groups will be working on this agenda, including the California Welfare Directors Association (San Mateo, SF, Santa Clara and Contra Costa are all active), the American Public Human Services Association, DHS and the Mayor's Office.

The group expanded the above goal to include the following action steps:

1. Liaison with the Welfare to Work oversight Committee and the Access Point Committee from Action Point to create advocacy committee that will work directly with City advocacy staff.
2. Invite and include in activities members of Senate and Congressional staff to participate and to lobby.
3. Lobby on a state level as to how the federal regulations are interpreted and implemented

Timeline: Short term, within the next two years.

Costs: Minimal

Program responsible: Local Board, DHS, Mayor's Office, non-profits

Income step 2.

DHS declined to list any initiatives that they were working on due to the recent change in leadership.

Suggested action step: Work with the new leadership at DHS to ensure continued meaningful workfare and sustainable funds through the CAAP and PAES programs.

Laura let the group know that the Local Board is urging all the committees to view their steps through 3 lenses: Diversity, civil rights and the special populations of family and youth.

Employment Step 3. Barry H. brought draft.

Increase revenue streams for employment programs for homeless people.

Rationale: General funds dollars very elusive for funding. Also federal and state funding. Maybe access local money through use of redevelopment areas.







1. HEC will develop the format that compiles the information from City departments about challenges and success of employment programs
2. Prepare brochure for accountability and as a fundraiser in order to increase revenue streams.
3. Establish a legislative/lobbying subcommittee of the Funding Committee of the LB
4. Bring organizations together 2 or 3 times a year to discuss funding issues and establish coordinated plan of action. (this should be viewed as task of above LB committee to develop organizing strategy. The subcommittee will sponsor this and work with appropriate City staff to move process forward).
5. Develop a position for Local Board for input for funding decisions that pertains to employment program regarding the homeless.
6. Continue lobbying efforts for on-going seats on the WIB for Local Board member.

#### Employment #12-totally new step

Goal: Create a new department within the City, or a designated area within an existing department for employment issues.

Rationale: Things like labor, hiring preferences are spread in different departments all over the City. A dedicated unit will help get City funds for employment programs. Precedent was set before with use of general fund dollars to get CALWORKS/GA off the ground. Maybe the WIA, which is federal could branch into local funds.

Action Steps (proposed) Conduct feasibility study and cost analysis to make sure resources are getting best use.

#### Employment #5-developed by Barry

Goal: Develop and standardize coordinated methods of tracking and encouraging job retention and career development

Rationale: Measurable results and evaluations are integral for future funding and to provide quality service that meets goals. This provides a continuum of support to clients to see long term progress.

#### Action steps (job retention)

1. Working with non-profits and City departments, provide input and establish incentives for the development of 'career development charts'-this would be with employment groups from different industries
2. (Tracking) Identify possible incentive for people for to check in after 6, 9 or 12 months.
3. Expand job incentive systems to target homeless or formerly homeless individuals who are pursuing post entry-level employment.
4. Have community colleges and other community based agencies to provide upgrading and training to already employed homeless and formerly people.
5. Identify existing new business's services role for informing people about training and career development.
6. All tracking to be gathered at central place to be taken into consideration by evaluation and used to lobby and for advocacy efforts.

#### Employment action step #8.-Joseph B. developed

Facilitate partnerships between businesses, unions, trade associations and non-profits.



#### Rationales:

1. It fills mutual needs and objectives; non-profits can fill needs of work force for business. If entry level workers are hired by local business, they become consumers in the local economy and support local businesses
2. Increases employer knowledge base.
3. Establishes good will in the business community.
4. For entry into unions, actual access for homeless workers is about 7%, despite 30% goal in writing.

Goal: To connect employers, unions and trade associations with 'work ready' candidates; provide them with information on on-profit employment training programs; involve them in the training; and preparation of workers; and provide non-profit employment and economic development organization with information on the needs of employers.

#### Action Steps:

1. Continuc to build dialogue, working on Leadership San Francisco Forum on Community Partnerships
2. Identify means to increase collaboration with the business community
3. Prepare homeless and formerly homeless workers for membership in unions, like Local 2 and trade associations
4. Review current access for low income, homeless and formerly homeless peoples into unions and trade associations (this should include community development models)
5. Develop plan for broadening access, especially for large union, like SEIU, and trade associations.

#### Employment #9 Summit to bring together small businesses and non-profits-Daryl

A bi-annual summit to bring together small business and low-wage workers

Goal: A summit to bring together small businesses, low-wage workers and service providers to identify methods by which small business will be better able to successfully employ disenfranchised workers.

Rationale: Small business finds it difficult to successfully employ disenfranchised individuals. Small business may not recognize benefits to hiring the disenfranchised. Small business operators, service providers and disenfranchised workers themselves should enter into a dialogue on how best to accommodate the needs of the others.

Lead agency: Mayor's Office for Small business affairs

#### Action Steps:

- 1.. Identify key partners from City government , small business and non-profit service providers. Seek support of the San Francisco Small Business Commission, and the Mayor's Office of Small Business Affairs,
- 2.. Secure participation of local small businesses and workforce development participants as well as financial support from business community.
- 3.. Secure participation of SF employment and training providers to provide insight and leadership on hiring, training, supervising and retaining disenfranchised workers, specific to small business owners.
- 4.. Secure participation of representative homeless and those at risk for homelessness workers to address issues from their personal perspective.



5. MOOH and Local Board to become involved with Mayor's Office for Small Business Planning Process for bi-annual small business forum and also to do outreach to workers.

Timeframe: Next conference in 2 years; planning process takes 2 months.

Next meeting scheduled for 11/6 from 3-5 PM for the subcommittee. Laura will expand on 7 and 12. 11 is redundant and so, removed and Yulitza will take 10.

Next meeting for entire committee is 11/15, 3-5 PM.

All meetings at 25 Van Ness, Room 720

Notes taken by Johanna Keeley, MOOH.



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Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

**EDUCATION & TRAINING**  
Wednesday, November 1, 2000 from 2-3:30 PM  
25 Van Ness, Room 720

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- I. For action:** Review and prioritize action steps.

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Local Homeless Coordinating Board  
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/// **INCOME & EMPLOYMENT**

Monday, November 6<sup>th</sup>, 2000, 3PM-5PM  
25 Van Ness, Room 750

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/// **AGENDA**

- I. **For action:** Complete action steps. Groups will prioritize, develop the policy goal, rationale and timeline for each potential action step.
- II. **For action:** Reprioritize list of action steps.
- III. **For action:** Review each step through lens of civil rights, diversity and the needs of families and youth.

**Next meeting will be with full committee on Wednesday, November 15<sup>th</sup> from 3-5 PM at 25 Van Ness, Room 720 to finalize action steps.**

**Know your right under the Sunshine ordinance**

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~ Local Homeless Coordinating Board  
Continuum of Care Committee Meeting  
~ **INCOME, EDUCATION and EMPLOYMENT**  
Wednesday, November 15, 2000, 3PM – 5PM  
25 Van Ness Ave, Room 720

*M. 11.15*  
**Attendance:** Carrie Dipman (TIHDI); Lydia Ely (Local Board); Amanda Feinstein (DHS); Dolores Heaven (DHS-CalWORKS); Barry Hermanson (Local Board); Elizabeth Hewson (CHP); Johanna Keeley (MOOH); Jim Kennedy (PIC); Alison Lewis (HAFP); Malik Looper (Goodwill); Tony Lugo (DHS); Yulitza Peraza (DHS); Laura Ware (CHP); John Wilson (COH); Les Wong (Swords to Plowshares)

Laura Ware began the meeting at 3:09 with introductions. She gave a short context for the discussion: the Continuum of Care is a 5-year strategy document on homelessness sponsored by the Local Board; the new document will be updated yearly. This is the last scheduled meeting of the Subcommittee; the consultants are starting work on the draft.

Lydia explained the grid format, similar to the 1996 document's format, for the Action Steps. They probably will not use the Cost estimate column. The group should try to identify the program responsibility.

There is a lot of detail in the document, some of which may be more work plan oriented and not part of an action step; there may be things which should be held onto for implementation but that may not be reflected in the document itself.

As the group reviews the Action Steps, we should try to keep the discussion to an overview without getting into specifics - minimize deliberation and point out inconsistencies. Do we have action steps that are feasible and link together well?

**#1.** Which cost of living table should be used – Barry Hermanson suggests federal website or inclusion of the equal rights advocate on self-sufficiency standards. Key performance outcomes were moved back to action step.

**#3.** Could be too hopeful. The California CalWORKS caseload isn't going down.

**#4.** The HEC should not be mentioned specifically, as the intent is for a similar-type collaborative but not the HEC itself.

**#6.** Include "diversify", because the need is not just for more training slots but also for more types of training programs.

**#8.** The Department of Rehabilitation has a cooperative program with DHS to match funds for training spots/vocational support. Recently, subcontractors have run into difficulties working with them.

Including homeless status as a disability is a federal level decision; some feel it is unrealistic, while others that it is important in order to keep acknowledging the need.

**#28.** A concern was brought up by Amanda Feinstein on whether the creation of a city department for Employment would be redundant to the WIB. Laura explained the rationale behind proposing the action step: there is a broader concern than just the revenue streams on addressing employment and training needs in the city, including labor and union issues. There is a need for a designated area that would deal with all the issues, not just revenue and policy around revenue. General fund money was never allocated to employment and training programs except when attached to specific populations.

The purpose of the WIB includes a strategic planning and workforce development component; it is to look at the needs of the community as well as funding. One suggestion was to make an action step that would advocate and pressure the WIB to be inclusive of homeless issues, to create systems to address homelessness such as a specific committee within the WIB. The concern regarding advocating for seats/structure within the WIB is that the WIB has said that they can't address special populations despite the advocating that has already occurred.



The WIB and mayor will act as “partners”; all players will be represented on the WIB (city, labor, private sector, etc.) so it will be a forum to make changes in the system. There could be special regulations for different targeted programs (ex. HEC). A new department would have little or no money or power without influencing the WIB.

The concern is still the need for someplace to go to address employment and training issues that has a direct line/hierarchy to the mayor, so that decisions have that backing.

Malik suggested one way to address the concerns of both sides would be to create a staff position within the WIB whose function is to address and take care of these issues, rather than a separate department.

This position could be proactive and outline issues for the WIB rather than waiting to respond.

The Local Board is advocating for a formal relationship with the WIB (i.e. a representative or committee).

The Executive Summary could be used to rationalize and advocate to the mayor the need for Homeless representation on the WIB.

**#9.** It was brought up that this has happened to some extent; DHS paid for a study on job forecasting, but the information was not disseminated to the training programs and there is no staff or resources to continue updating the information. The need is for a linkage between those who do job forecasting and the training and employment providers.

**#10.** There was a question on whether revenue streams were discussed. A potential action step could be for City College to subcontract with CBOs to do training/classes as well as support services. Also need to identify ways to offer credit for people in training programs. CalWORKS & CC have taken a few steps to begin working cooperatively (i.e. classes at DHS).

**#11.** The group decided to expand the list of support services to cover all needs, not just childcare and meals. There is a gap in addressing supportive services overall in the Continuum of Care; it is important to mention other needs so that they don't get excluded. Also, include a support services allowance for each trainee as part of the system. Under childcare, the intent of the action step is to make it available to people who aren't categorically eligible.

**#16.** Two of the needs touched on in this action step are access for staff to Mental Health professionals for problem-solving/consultation, and access for trainees who are not part of the MH system to Mental Health support.

**#17.** There are scholarships for CalWORKS participants who choose to continue their education and thus reach or exceed the time limit. Expand this idea to include singles to have access to education. For example, PAES doesn't support going into the higher education track. This is the kind of program that could appeal to private corporations/businesses for funding support.

**#30.** Tax Credits – Use the tax credit system as an incentive for employers to give more support/supervision to employee, so the person is successful in their job. Malik will provide information on tax credits.

It was decided that the subcommittees would meet once more separately to finish and fill in the details of their respective action steps, and get the drafts to Lydia by December 4 at the latest. The meeting was adjourned at 5PM.

**Next meeting for Income and Employment subcommittee 11/21 from 3:30-5 PM**

**Next meeting for Education and Training subcommittee is 11/28 from 11-1 PM**

**All meetings are at 25 Van Ness, Room 720**

*Notes taken by Johanna Keeley, MOOH and Elizabeth Hewson, CHP.*



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/60  
The San Francisco Local Homeless Coordinating Board is overseeing the process of updating San Francisco's Continuum of Care Plan. This work will be done in committees involving service providers, consumers, City department representatives, advocates, business and community members, meeting until November. The following Committee is focusing on specifically on Income, Education and Employment. For further information, contact Carrie Dipman at 274-0311 or Laura Ware at 749-1695. Visit our website at <http://sfgov.org/lhcb>.

Local Homeless Coordinating Board  
Continuum of Care Committee Meeting

**PLEASE NOTE DIFFERENT DATES AND TIMES FOR  
SUBCOMMITTEES**

**EDUCATION & TRAINING**

Tuesday, November 28<sup>th</sup>, 2000  
25 Van Ness, Room 720, 11-1 PM

DOCUMENTS DEPT.

NOV 28 2000

**INCOME AND EMPLOYMENT**

Tuesday, November 21<sup>st</sup>, 2000  
25 Van Ness, Room 720, 3:30-5 PM

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**AGENDA**

**I. For action: Edit, review and finalize action steps.**

*from both to print*

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